

## QUALIFICATIONS SUMMARY

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Proven track record of successful start-up, turn around and program development opportunities. Several years of diverse leadership experience within the full health care continuum including: pre-hospital, hospital, acute care, acute rehabilitation, sub-acute, long-term care, CCRC, assisted living, independent living and outpatient services. Highly effective at creating high performance teams and maximizing performance/profitability.

## KEY ACCOMPLISHMENTS

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- ◆ Effectively implemented and lead multiple operating systems for improved quality and performance in privately held LTC corporation, 3,500 operating beds in Illinois and Arizona.
- ◆ Implemented and manage an insurance captive for all operated beds.
- ◆ Successful turn around of underperforming asset portfolio in Northeast United States. Significantly reduced contract labor utilization by 60%, increased "post cliff" revenues by \$1 Million/month, improving all quality indicators, employee relations and provider credibility.
- ◆ Lead company through Chapter 11 re-organization in all areas of clinical, financial, human resource and operational performance including: care indicators, state and federal survey results, customer base, actual NOI, accounts receivable, cash/sales ratios, labor statistics and employee retention/satisfaction.
- ◆ Effectively assimilated 8,000 subacute and LTC rehab beds while building occupancy to 94% and generating revenues in excess of \$500 million.
- ◆ Devised and delivered a strategic alliance for post-acute care services with an integrated, acute care provider network which generated \$10 million per year in incremental revenues to the parent company.
- ◆ Recognized by Fortune 100 Company as the "1995 CEO of the Year." Selected from 128 administrators for financial turn-around and employee relations.

## EMPLOYMENT HISTORY

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NuCare Services Corp., Lincolnwood, IL  
*Chief Executive Officer, 2004 – Present*  
SunBridge Healthcare Corporation, Albuquerque, NM  
*Division Vice President of Operations, 1997 – 2004*  
*Vice President Central Hospital Group, 1995 - 1997*  
*Southeast Regional Manager, 1995- 1997*  
*Chief Executive Officer, Mediplex Rehabilitation Hospital, 1993 - 1995*  
Saint Anthony Medical Center, Rockford, IL, 1991 – 1993  
*Administrative Director, Emergency, Trauma and Pre-hospital Services*  
Mother Frances Hospital, Tyler, TX, 1987 – 1991  
*Director Emergency Medical Services*  
Methodist Hospitals of Dallas, Dallas, TX, 1984 – 1987  
*Medical Control Coordinator*

## EDUCATION

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Executive Management Program, Anderson School of Management, UCLA, 1999  
Executive Management Program, Yale School of Management, 1998  
M.S., Business Management, Cardinal Stritch College, Milwaukee, Wisconsin, 1993  
B.S., Business Administration, Cardinal Stritch College, Milwaukee, Wisconsin, 1991  
A.D., Nursing, Michigan Technological University, Houghton, Michigan 1979

## PROFESSIONAL MEMBERSHIPS/AFFILIATIONS/LICENSURES

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Board Member, Maple Leaf Insurance, Ltd. and Heart & Soul Foundation, 2007 – Present  
Illinois Healthcare Association, President's Advisory Committee, 2000 – 2004  
Licensed Nursing Home Administrator, 1993 – 2000  
American College of Health Care Executives, Chicago, IL., Diplomat, 1993 – 2000  
American College of Health Care Administrators, Kentucky, Member, 1993 – 1997  
Kentucky Hospital Association, Rehab Hospital Forum, Vice Chairperson, 1996 – 1997  
Kentucky Association of Health Care Facilities, Legislative Committee, 1995

# Kristen Pavle, MSW

Phyllis  
M. 102

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<b>OBJECTIVE</b>	Provide leadership in a team-based environment in order to meet population health needs through the integration of health systems and health care.
<b>SKILLS</b>	Project management, policy analysis and research, consensus building, team-based communication and systems development, presentation development and delivery, grant writing
<b>EXPERTISE</b>	Health systems, Medicaid, Medicare, long-term services and supports, home- and community-based services, older adults, persons with disabilities, publicly financed managed care

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## RELEVANT EXPERIENCE

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<b>HEALTH &amp; MEDICINE POLICY RESEARCH GROUP</b> <b>Associate Director, Center for Long-Term Care Reform</b>	<b>Chicago, IL</b> <b>2009-present</b>
<ul style="list-style-type: none"><li>-Research and develop public policy reports in advocacy for health systems reform, to ensure access, affordability, coordination and quality of care for persons needing long-term services and supports</li><li>-Provide strategic policy analysis and recommendations to myriad health professionals in order to educate stakeholders and influence health systems change</li><li>-Convene stakeholders across the continuum of care and in all areas of health to present current research, to foster collaborative partnerships and to influence health systems change</li><li>-Educate and convene professionals and legislators on the Elder Economic Security Initiative in order to raise awareness and advocate for economic security for older adults</li></ul>	
<b>ALZHEIMER'S ASSOCIATION</b> <b>Consultant</b>	<b>Chicago, IL</b> <b>2011-present</b>
<ul style="list-style-type: none"><li>-Consulting with the national Alzheimer's Association, a sub-contractee of RTI International for the management of the Administration on Aging's Alzheimer's Disease Support Services Program (ADSSP)</li><li>-Provide technical assistance for federally funded ADSSP grantee reports regarding innovative and evidence-based program for caregivers of persons with Alzheimer's Disease and Related Dementias.</li></ul>	
<b>ILLINOIS TRANSITIONAL CARE CONSORTIUM</b> <b>Program Manager</b>	<b>Chicago, IL</b> <b>2009-present</b>
<ul style="list-style-type: none"><li>-Coordinate on-going Consortium activities to ensure efficient and effective collaboration in implementing, replicating and evaluating the Bridge Model of transitional care nationally</li><li>-Provide oversight and support to Consortium partner organizations through grant-writing, grant-reporting, replication manual development, and presentation development to ensure high quality execution of activities</li><li>-Research transitional care and care coordination literature and public policy in order to integrate the Bridge Model into the Aging Network in Illinois and nationally</li></ul>	
<b>CHICAGO BRIDGE</b> <b>Co-Director, Mentorship Committee</b>	<b>Chicago, IL</b> <b>2009-present</b>
<ul style="list-style-type: none"><li>-Responsible for the oversight and implementation of an aging mentorship program that matches emerging aging professionals and established veteran aging professionals</li><li>-Create and launch evaluation protocols for mentorship program members in order to assess the program and inform ongoing program quality improvements</li><li>-Supervise Mentorship Coordinators who provide support, guidance and conflict resolution to mentorship members for the duration of the project to ensure member satisfaction and professional growth</li></ul>	

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<b>EDUCATION</b>	<b>LOYOLA UNIVERSITY CHICAGO</b> Masters of Social Work with a focus on health and aging	<b>Chicago, IL</b> <b>2009</b>
	<b>UNIVERSITY OF MICHIGAN</b> Bachelor of Science with a concentration in Biological Anthropology	<b>Ann Arbor, MI</b> <b>2006</b>

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## PROFESSIONAL AFFILIATIONS

<b>COMMUNITY CARE ALLIANCE OF ILLINOIS</b> Trustee, Board of Trustees CCAI is a non-profit managed care entity that specializes in managing care for older adults and persons with disabilities.	<b>Chicago, IL</b> <b>2011-Present</b>
<b>AMERICAN SOCIETY ON AGING, member</b>	<b>2009-present</b>

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## OTHER EXPERIENCE

### **NORTHWESTERN ALZHEIMER'S DISEASE CENTER**

**Chicago, IL**

#### **John A. Hartford Geriatric Social Work Scholar**

**2008-2009**

- Provided individualized assessment and educational support to caregivers of persons diagnosed with dementia to assist patient and caregiver with psychosocial needs
- Facilitated weekly support group for persons in early stages of dementia to assist client in enriching quality of life after dementia diagnosis by providing social support
- Educated professionals and the public on the psychosocial aspects of dementia to increase awareness and in advocacy of increased research and funding

### **CHICAGO YOUTH PROGRAMS**

**Chicago, IL**

#### **Program Director**

**2006-2007**

- Developed and implemented youth tutoring, mentoring and recreation programs to serve over seventy low-income, at-risk, and minority youth in PreK-9<sup>th</sup> grades
- Recruited, trained and supervised over one hundred professional and student volunteers to manage youth programs, promote leadership and facilitate positive interaction with youth
- Partnered with parents, guardians, teachers and local community organizations to provide the most comprehensive services for youth